

ATTACHMENT C

THE NATIONAL
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IN FOCUS

S1-S12

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BILLING

Edging up again

Firms are steadily increasing hourly billing rates across the board.

By Sandhya J. Bathija
STAFF REPORTER

IT SEEMS A YEAR doesn't go by without law firms bumping up rates.

And this year isn't any different. Billing rates for law firm attorneys show a steady increase from last year for both partners and associates.

This year, 139 firms answered questions on billing rates as part of



The National Law Journal's 2006 survey of the nation's 250 largest law firms. The surveys were sent to roughly 300 firms. The firms provided low and high rates for partners and associates. Of these firms, 104 provided low and high rates last year also, with 88 increasing the partner high rate, eight decreasing it and eight keeping it the same.

Seventy of these firms increased the partner low rate, 19 decreased it and 15 kept it the same.

As for the associates, 73 firms increased the low rate, 15 decreased it and 16 kept it the same. And 77 firms increased the associate high rate, 18 decreased it and nine kept it the same.

And for the first time last year, we asked the firms to provide their average and median billing rates for partners and associates, as well as firmwide. Forty-eight firms that provided partner and associate average billing rates last year did so this year. Of those firms, 43 reported higher partner average rates this year, and 44 reported higher associate average rates.

Forty firms reported firmwide average rates this year and last. Of those, 37 reported higher averages this year.

Forty firms that reported partner and associate median billing rates last year did

so this year. Of those firms, 35 reported higher partner median rates this year, and 33 reported higher associate rates.

Thirty firms reported firmwide median rates this year and last. Of those, 23 reported higher medians this year.

The increase is partly due to inflation and supply and demand, said Joseph Altonji of the management consulting firm Hildebrandt International.

"It's the demand for a really good lawyer, and it costs to hire really good people," he said. "Since these costs are going up, the firms have to pass that cost on." And for sophisticated transactions, clients are willing to pay, Altonji said.

Washington-based McKee Nelson reported this year's highest rates across the board for partners and associates but the firm declined to comment on its rates. The highest rate billed out by a

partner at the firm is \$875 an hour, which is low compared to last year's \$1,000 rate billed out by Benjamin Civiletti, who specializes in internal investigations and corporate defense at Venable of Washington. Venable did not participate in the billing survey this year, but last year said the rate was used only for the most "extraordinary work."

The high number this year is still very high compared with most firms, Altonji said. But in big cities like New York, Chicago and Los Angeles, there are definitely still a handful of partners billing out at \$1,000 or even slightly more, he said.

McKee Nelson also reported the highest rate billed by an associate at \$575 an hour, also low compared to last year's associate high at Dorsey & Whitney, a reported \$835. Dorsey reported an associate high of \$430 this year.

McKee Nelson further reported the highest average and median rates for partners: \$725 and \$720, respectively. Three firms—Curtis, Mallet-Prevost, Colt & Mosle; Schulte Roth & Zabel; and Thacher Proffitt & Wood—reported partner averages in the \$600s. All three are New York-based. It should be noted, however, that many of the largest and highest-billing firms declined to participate in this year's billing survey.

Among the lowest reported partner and

The numbers

Nationwide sampler. \$2

Associate class rates. \$5

Alternative methods. \$9



associate rates this year were those at Philadelphia-based Marshall, Dennehey, Warner, Coleman & Goggins. Associates bill out at \$130 to \$275, and partners between \$145 and \$350. This is still an increase from last year, when associates billed between \$130 and \$230 and partners, between \$140 and \$275.

"The rates are increasing because we are doing more high-end work in securities and mass tort litigation," said Thomas Bond, the firm's senior partner and director of client development and relations.

The lower-end numbers at the firms are due to rates for younger lawyers and lawyers who do commodity work, such as in insurance law.

"A lot of lawyers are capable of doing that work," Altonji said. "But over time, it spreads and lawyers who are doing more sophisticated work can raise rates. For the big transactions, rates aren't going to be an issue and the best lawyers are going to get to do the deal."

Finally, some firms reported on their use of variations on the billable hour, such as discounted rates and blended rates, and on their use of alternative billing methods, such as fixed or flat fees and contingency fees. As in past years, most firms reported higher percentages of revenues obtained from variations than from alternative methods. ■■■

Firm-by-firm sampling of billing rates nationwide

The National Law Journal asked the respondents to its 2006 survey of the nation's 250 largest law firms to provide a range of hourly billing rates for partners and associates. The firms that supplied this information—including some firms that are not in the NLJ 250—are listed below in alphabetical order. We also asked firms to provide average and median billing rates; several firms provided this information as well. The number after a firm's name indicates the total number of attorneys at the firm. The city listed below the name of a firm is the location of its principal or largest office.

A B C

Adams and Reese (301)
(New Orleans)
Partners \$215-\$470 (average \$287)
(median \$270)
Associates \$165-\$250 (average \$191)
(median \$190)
Firmwide (average \$267) (median \$235)

Andrews Kurth (404)
(Houston)
Partners \$380-\$745
Associates \$180-\$400

Arent Fox (288)
(Washington)
Partners \$375-\$610
Associates \$215-\$405

Armstrong Teasdale (266)
(St. Louis)
Partners \$255-\$425 (average \$347)
(median \$342)
Associates \$135-\$275 (average \$227)
(median \$225)
Firmwide (average \$278) (median \$270)

Baker, Donelson, Bearman, Caldwell & Berkowitz (454)
(Memphis, Tenn.)
Partners \$220-\$500
Associates \$135-\$310

Ballard Spahr Andrews & Ingersoll (486)
(Philadelphia)
Partners \$320-\$680
Associates \$190-\$390

Barnes & Thornburg (421)
(Indianapolis)
Partners \$245-\$455 (average \$333)
Associates \$170-\$285 (average \$212)
Firmwide (average \$260)

Bass, Berry & Sims (214)
(Nashville, Tenn.)
Partners \$230-\$495
Associates \$150-\$245

Bell, Boyd & Lloyd (256)
(Chicago)
Partners \$310-\$690
Associates \$215-\$300

Best Best & Krieger (196)
(Riverside, Calif.)
Partners \$275-\$450 (median \$375)
Associates \$145-\$335 (average \$186)
(median \$225)
Firmwide (average \$211)
(median \$240)

Blackwell Sanders Peper Martin (310)
(Kansas City, Mo.)
Partners \$265-\$395 (average \$302)
(median \$320)
Associates \$155-\$255 (average \$200)
(median \$195)
Firmwide (average \$241)
(median \$270)

Blank Rome (460) (Philadelphia) Partners \$325-\$735 Associates \$220-\$495	Burn & Forman (188) (Birmingham, Ala.) Partners \$250-\$400 (average \$324) (median \$325) Associates \$160-\$315 (average \$218) (median \$215) Firmwide (average \$234) (median \$245)	Dorsey & Whitney (600) (Minneapolis) Partners \$300-\$650 (average \$431) Associates \$180-\$430 (average \$273) Firmwide (average \$360)
Bond, Schoenck & King (160) (Syracuse, N.Y.) Partners \$200-\$425 (average \$252) (median \$285) Associates \$140-\$305 (average \$177) (median \$175) Firmwide (average \$231) (median \$275)	Butzel Long (217) (Detroit) Partners \$220-\$490 (average \$290) Associates \$165-\$270 (average \$202) Firmwide (average \$243)	Duane Morris (581) (Philadelphia) Partners \$300-\$705 (average \$436) (median \$435) Associates \$200-\$425 (average \$283) (median \$279) Firmwide (average \$379) (median \$374)
Briggs and Morgan (165) (Minneapolis) Partners \$250-\$475 (average \$357) (median \$360) Associates \$185-\$275 (average \$214) (median \$205) Firmwide (average \$319) (median \$325)	Carlton Fields (242) (Tampa, Fla.) Partners \$285-\$545 (average \$383) (median \$390) Associates \$190-\$375 (average \$233) (median \$233) Firmwide (average \$293) (median \$290)	Dykema Gossett (341) (Detroit) Partners \$235-\$580 Associates \$170-\$330
Brinks Hofer Gilson & Lione (151) (Chicago) Partners \$275-\$625 (average \$465) (median \$460) Associates \$200-\$390 (average \$280) (median \$285) Firmwide (average \$381) (median \$390)	Cooley Godward Kronish (541) (Palo Alto, Calif.) Partners \$425-\$795 (average \$539) Associates \$240-\$585 (average \$371) Firmwide (average \$431)	Eckert Seamans Cherin & Mellott (227) (Pittsburgh) Partners \$195-\$525 (average \$343) (median \$340) Associates \$145-\$250 (average \$190) (median \$190) Firmwide (average \$287)
Broad and Cassell (173) (Orlando, Fla.) Partners \$235-\$425 (average \$339) (median \$325) Associates \$155-\$295 (average \$217) (median \$210) Firmwide (average \$272) (median \$265)	Covington & Burling (645) (Washington) Partners \$470-\$760 Associates \$210-\$490	Edwards Angell Palmer & Dodge (516) (Boston) Partners \$300-\$675 Associates \$150-\$440 Firmwide (average \$466)
Brown Raysman Millstein Felder & Steiner (246) (New York) Partners \$450-\$740 (average \$495) (median \$550) Associates \$250-\$400 (average \$325) (median \$370) Firmwide (average \$385) (median \$465)	Gozen O'Connor (501) (Philadelphia) Partners \$185-\$750 (average \$325) (median \$310) Associates \$130-\$495 (average \$218) (median \$210) Firmwide (average \$245) (median \$235)	Epstein Becker & Green (378) (New York) Partners \$300-\$650 (average \$468.29) Associates \$160-\$395 (average \$270.32) (median \$260) Firmwide (average \$346.34)
Brown Rudnick Berlack Israels (286) (Boston) Partners \$505-\$870 Associates \$275-\$495	Curtis, Mallet-Prevost, Colt & Mosle (196) (New York) Partners \$570-\$700 (average \$625) (median \$652) Associates \$250-\$510 (average \$390) (median \$380) Firmwide (average \$508) (median \$465)	Fenwick & West (234) (Mountain View, Calif.) Partners \$465-\$750 (average \$570) (median \$575) Associates \$245-\$475 (average \$355) (median \$395) Firmwide (average \$430) (median \$450)
Bryan Cave (763) (St. Louis) Partners \$315-\$665 (average \$476) Associates \$150-\$460 (average \$289) Firmwide (average \$331)	D E F	Fisher & Phillips (187) (Atlanta) Partners \$300-\$440 Associates \$175-\$320
Buchalter Nemer (139) (Los Angeles) Partners \$325-\$550 (average \$432) (median \$445) Associates \$215-\$450 (average \$256) (median \$275) Firmwide (average \$344) (median \$350)	Davis Wright Tremaine (405) (Seattle) Partners \$285-\$655 (average \$399.34) (median \$395) Associates \$140-\$370 (average \$251.72) (median \$250) Firmwide (average \$350.51) (median \$350)	Foley & Lardner (981) (Milwaukee) Partners (average \$517) (median \$513) Associates (average \$356) (median \$360) Firmwide \$240-\$810 (average \$446) (median \$440)
Buchanan Ingersoll & Rooney (573) (Pittsburgh) Partners \$210-\$750 Associates \$140-\$375	Day, Berry & Howard (251) (Hartford, Conn.) Partners \$335-\$620 Associates \$200-\$440	Ford & Harrison (171) (Atlanta) Partners \$290-\$445 Associates \$210-\$370
Buckingham, Doolittle & Burroughs (171) (Akron, Ohio) Partners \$230-\$425 (average \$296) (median \$295) Associates \$185-\$290 (average \$220) (median \$215) Firmwide (average \$240) (median \$240)	Dickinson Wright (226) (Detroit) Partners \$250-\$520 Associates \$155-\$260	Fowler White Boggs Banker (227) (Tampa, Fla.) Partners \$280-\$500 (average \$350) (median \$335) Associates \$190-\$275 (average \$225) (median \$220) Firmwide (average \$315) (median \$315)
Bullivant Houser Bailey (191) (Portland, Ore.) Partners \$225-\$450 (average \$288) (median \$285) Associates \$175-\$300 (average \$204) (median \$195) Firmwide (average \$254) (median \$230)	Dinsmore & Shohl (306) (Cincinnati) Partners \$220-\$440 (average \$323) (median \$320) Associates \$145-\$240 (average \$185) (median \$180) Firmwide (average \$252) (median \$233)	Fox Rothschild (381) (Philadelphia) Partners \$265-\$525 Associates \$195-\$335
Best Best & Krieger (196) (Riverside, Calif.) Partners \$275-\$450 (median \$375) Associates \$145-\$335 (average \$186) (median \$225) Firmwide (average \$211) (median \$240)		Fredrikson & Byron (209) (Minneapolis) Partners \$250-\$525 Associates \$175-\$275
Blackwell Sanders Peper Martin (310) (Kansas City, Mo.) Partners \$265-\$395 (average \$302) (median \$320) Associates \$155-\$255 (average \$200) (median \$195) Firmwide (average \$241) (median \$270)		Frost Brown Todd (378) (Cincinnati) Partners \$205-\$435 (average \$287) (median \$280) Associates \$140-\$280 (average \$181) (median \$180) Firmwide (average \$220) (median \$240)

Monday, December 11, 2006

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G H I

Gardere Wynne Sewell (282)
(Dallas)
Partners \$345-\$665 (average \$446)
(median \$450)
Associates \$205-\$400 (average \$273)
(median \$270)
Firmwide (average \$381) (median \$345)

Gardner Carton & Douglas (195)
(Chicago)
Partners \$275-\$650 (average \$433)
(median \$425)
Associates \$200-\$350 (average \$278)
(median \$250)
Firmwide (average \$376) (median \$395)

Gordon & Rees (309)
(San Francisco)
Partners \$325-\$450
Associates \$200-\$325

GrayRobinson (190)
(Orlando, Fla.)
Partners \$200-\$500
Associates \$140-\$200

Greenberg Traurig (1,667) (Miami)
Partners \$270-\$850 (average \$460)
(median \$475)
Associates \$160-\$450 (average \$289)
(median \$290)
Firmwide (average \$381) (median \$395)

Harris Beach (162) (Rochester, N.Y.)
Partners \$250-\$425
Associates \$140-\$275

Hiscock & Barclay (160) (Syracuse, N.Y.)
Partners \$220-\$375 (average \$269)
(median \$250)
Associates \$160-\$250 (average \$183)
(median \$180)
Firmwide (average \$243) (median \$250)

Hodgson Russ (229)
(Buffalo, N.Y.)
Partners \$220-\$625 (average \$310)
(median \$315)
Associates \$150-\$300 (average \$201)
(median \$195)
Firmwide (average \$272)
(median \$275)

Hogan & Hartson (1,043)
(Washington)
Partners \$300-\$775 (average \$550)
(median \$550)
Associates \$150-\$485 (average \$350)
(median \$350)
Firmwide (average \$450)
(median \$475)

Holland & Knight (1,102)
(New York)
Partners \$250-\$710 (average \$396)
(median \$390)
Associates \$165-\$400 (average \$232)
(median \$225)
Firmwide (average \$344)
(median \$350)

Holme Roberts & Owen (206)
(Denver)
Partners \$260-\$575
Associates \$185-\$390

Howard Rice Nemerovski Canady, Falk & Rabkin (102)
(San Francisco)
Partners \$440-\$750
Associates \$250-\$420

Husch & Eppenberger (331)
(St. Louis)
Partners \$200-\$410 (average \$285.35)
(median \$275)
Associates \$130-\$250 (average \$170.27)
(median \$165)
Firmwide (average \$235.18)
(median \$230)

Ice Miller (249)
(Indianapolis)
Partners \$275-\$425 (average \$352)
(median \$345)
Associates \$185-\$310 (average \$218)
(median \$220)
Firmwide (average \$293) (median \$220)

Jackson Lewis (375)
(White Plains, N.Y.)
Partners \$290-\$525
Associates \$190-\$395

Jenkins & Gilchrist (268) (Dallas)
Partners \$340-\$610 (average \$420)
Associates \$220-\$390 (average \$270)

Jenner & Block (467) (Chicago)
Partners \$410-\$800 (average \$513)
(median \$495)
Associates \$230-\$395 (average \$292)
(median \$285)

Jones, Walker, Waechter, Poitevent, Carrère & Denègre (208) (New Orleans)
Partners \$200-\$425
Associates \$135-\$210

Kelley Drye & Warren (375) (New York)
Partners \$375-\$750
Associates \$230-\$475

Knobbe Martens, Olson & Bear (193)
(Irvine, Calif.)
Partners \$335-\$625
Associates \$205-\$340

Lane Powell (167) (Seattle)
Partners \$275-\$490 (average \$328)
(median \$330)
Associates \$205-\$295 (average \$236)
(median \$237)
Firmwide (average \$273) (median \$270)

Lathrop & Gage (264)
(Kansas City, Mo.)
Partners \$220-\$375
Associates \$140-\$220

Lewis, Rice & Fingersh (165)
(St. Louis)
Partners \$225-\$410
Associates \$135-\$290

Littler Mendelson (527)
(San Francisco)
Partners \$205-\$605
Associates \$160-\$400

Locke Liddell & Sapp (370)
(Houston)
Partners \$360-\$850 (average \$471)
(median \$460)
Associates \$190-\$390 (average \$244)
(median \$260)
Firmwide (average \$373) (median \$410)

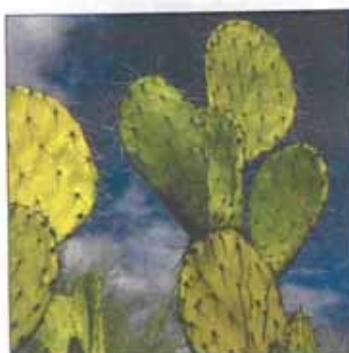
Loeb & Loeb (240)
(Los Angeles)
Partners \$425-\$825
Associates \$215-\$475

Lord, Bissell & Brook (328)
(Chicago)
Partners \$305-\$665 (average \$448)
(median \$450)
Associates \$200-\$375 (average \$272)
(median \$260)
Firmwide (average \$368) (median \$355)

Lowenstein Sandler (250)
(Roseland, N.J.)
Partners \$335-\$645
Associates \$185-\$375

Luce, Forward, Hamilton & Scripps (178)
(San Diego)
Partners \$320-\$725 (average \$440)
Associates \$205-\$425 (average \$265)

SEE 'NATIONWIDE' PAGE S4



Prickly
by nature.

(But no more than we need to be.)

Natural selection is brutal. You don't survive without being more than a little tough and resourceful. The forces at work in complex employment litigation can be equally punishing. And when it's your brand, reputation, and bottom line at stake, you need litigators like ours with the same rare genius for success. Nowhere is that more evident than in court, where our talent for securing significant employment class and individual action victories has made us the natural choice to lead the defense for some of the nation's largest companies. To learn more, please visit us online at www.littler.com.

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Billing rates set by law firms across the country

'NATIONWIDE' FROM PAGE S3

M N O

Manatt, Phelps & Phillips (299)
 (Los Angeles)
 Partners \$460-\$750 (average \$574)
 (median \$560)
 Associates \$250-\$460 (average \$359)
 (median \$360)
 Firmwide (average \$490) (median \$520)

Marshall, Dennehey, Warner, Coleman & Goggan (368) (Philadelphia)
 Partners \$145-\$350
 Associates \$130-\$275

McAndrews, Held & Malloy (89)
 (Chicago)
 Partners \$260-\$600
 Associates \$195-\$240

McCarter & English (407)
 (Newark, N.J.)
 Partners \$310-\$625
 Associates \$190-\$330

McElroy, Deutel, Mulvaney & Carpenter (230)
 (Morristown, N.J.)
 Partners \$225-\$450 (average \$250)
 (median \$235)
 Associates \$135-\$295 (average \$180)
 (median \$165)
 Firmwide (average \$195) (median \$200)

McKee Nelson (172)
 (Washington)
 Partners \$595-\$875 (average \$725)
 (median \$720)
 Associates \$355-\$575 (average \$436)
 (median \$430)

McKenna Long & Aldridge (400)
 (Atlanta)
 Partners \$330-\$700
 Associates \$175-\$410

Michael Best & Friedrich (255)
 (Milwaukee)
 Partners \$245-\$530 (average \$341)
 (median \$335)
 Associates \$175-\$325 (average \$225)
 (median \$225)
 Firmwide (average \$305) (median \$300)

Miles & Stockbridge (210)
 (Baltimore)
 Partners \$300-\$475
 Associates \$200-\$375

Miller, Canfield, Paddock and Stone (355)
 (Detroit)
 Partners \$245-\$540 (average \$398)
 (median \$405)
 Associates \$150-\$300 (average \$215)
 (median \$210)
 Firmwide (average \$305)
 (median \$310)

Miller & Martin (175)
 (Chattanooga, Tenn.)
 Partners \$210-\$430 (average \$313)
 (median \$320)
 Associates \$140-\$280 (average \$185)
 (median \$180)
 Firmwide (average \$281)
 (median \$300)

Montgomery, McCracken, Walker & Rhoads (133)
 (Philadelphia)
 Partners \$300-\$550 (average \$402)
 Associates \$195-\$315 (average \$248)
 Firmwide (average \$338)

Morgan, Lewis & Bockius (1,315)
 (Philadelphia)
 Partners \$375-\$800
 Associates \$200-\$550

Morris, Manning & Martin (174)
 (Atlanta)
 Partners \$320-\$530 (average \$412)
 (median \$403)
 Associates \$170-\$390 (average \$246)
 (median \$290)
 Firmwide (average \$322) (median \$350)

Neal, Gerber & Eisenberg (170)
 (Chicago)
 Partners \$350-\$695 (average \$463)
 (median \$450)
 Associates \$230-\$400 (average \$300)
 (median \$300)
 Firmwide (average \$413) (median \$400)

Nelson Mullins Riley & Scarborough (379)
 (Columbia, S.C.)
 Partners \$215-\$600
 Associates \$175-\$300

Ogletree, Deakins, Nash, Smoak & Stewart (331)
 (Greenville, S.C.)
 Partners \$250-\$550 (average \$328)
 Associates \$165-\$330 (average \$234)
 Firmwide (average \$289)

Patton Boggs (431)
 (Washington)
 Partners \$295-\$850 (average \$480)
 (median \$570)
 Associates \$170-\$405 (average \$305)
 (median \$325)
 Firmwide (average \$403) (median \$510)

Pepper Hamilton (445)
 (Philadelphia)
 Partners \$305-\$695
 Associates \$190-\$385

Perkins Coie (576)
 (Seattle)
 Partners \$175-\$650
 Associates \$130-\$480

Phelps Dunbar (260)
 (New Orleans)
 Partners \$175-\$400 (average \$224)
 (median \$323)
 Associates \$125-\$190 (average \$165)
 (median \$158)
 Firmwide (average \$191)
 (median \$263)

Phillips Lytle (173)
 (Buffalo, N.Y.)
 Partners \$225-\$410 (average \$298)
 (median \$290)
 Associates \$130-\$285 (average \$197)
 (median \$185)
 Firmwide (average \$251)
 (median \$260)

Pitney Hardin (170)
 (Florham Park, N.J.)
 Partners \$365-\$625 (average \$447)
 (median \$445)
 Associates \$210-\$360 (average \$269)
 (median \$270)
 Firmwide (average \$353)
 (median \$355)

Polisini Shulton Welte Suelthaus (276)
 (Kansas City, Mo.)
 Partners \$225-\$575
 Associates \$160-\$225

Powell Goldstein (282)
 (Atlanta)
 Partners \$300-\$575 (average \$435.10)
 (median \$435)
 Associates \$150-\$360 (average \$254.44)
 (median \$245)
 Firmwide (average \$357.88)
 (median \$360)

Preston Gates & Ellis (419)
 (Seattle)
 Partners \$190-\$635 (average \$399.41)
 (median \$395)
 Associates \$100-\$385 (average \$236.39)
 (median \$230)
 Firmwide (average \$329) (median \$325)

Quarles & Brady (442)
 (Milwaukee)
 Partners \$240-\$550 (average \$360)
 (median \$310)
 Associates \$185-\$310 (average \$228)
 (median \$225)
 Firmwide (average \$306)
 (median \$285)

Reed Smith (1,038)
 (Pittsburgh)
 Partners \$305-\$725 (average \$492)
 (median \$480)
 Associates \$170-\$630 (average \$309)
 (median \$295)
 Firmwide (average \$322)
 (median \$310)

Robinson & Cole (217)
 (Hartford, Conn.)
 Partners \$270-\$550 (average \$400)
 (median \$400)
 Associates \$175-\$400 (average \$235)
 (median \$240)
 Firmwide (average \$316)
 (median \$320)

Roetzel & Andress (208)
 (Akron, Ohio)
 Partners \$200-\$425 (average \$255)
 (median \$275)
 Associates \$150-\$275 (average \$180)
 (median \$190)
 Firmwide (average \$225)
 (median \$235)

Rutan & Tucker (140)
 (Costa Mesa, Calif.)
 Partners \$310-\$515
 Associates \$200-\$335

S T U

Saul Ewing (238)
 (Philadelphia)
 Partners \$290-\$700 (average \$402)
 (median \$395)
 Associates \$185-\$440 (average \$258)
 (median \$235)
 Firmwide (average \$336)
 (median \$345)

Schnader Harrison Segal & Lewis (174)
 (Philadelphia)
 Partners \$305-\$650
 Associates \$155-\$295

Schulte Roth & Zabel (449)
 (New York)
 Partners \$580-\$800 (average \$672)
 (median \$675)
 Associates \$225-\$550 (average \$410)
 (median \$393)

Seward & Kissell (142)
 (New York)
 Partners \$460-\$695 (average \$589)
 (median \$590)
 Associates \$190-\$460 (average \$300)
 (median \$290)

Sheppard, Mullin, Richter & Hampton (424)
 (Los Angeles)
 Partners \$415-\$650 (average \$504)
 (median \$495)
 Associates \$250-\$410 (average \$342)
 (median \$330)
 Firmwide (average \$419)
 (median \$420)

Shook, Hardy & Bacon (476)
 (Kansas City, Mo.)
 Partners \$240-\$720 (average \$374)
 (median \$358)
 Associates \$190-\$405 (average \$238)
 (median \$225)
 Firmwide (average \$291)
 (median \$250)

Shughart Thomson & Kilroy (170)
 (Kansas City, Mo.)
 Partners \$210-\$410
 Associates \$165-\$225

Shumaker, Loop & Kendrick (162)
 (Toledo, Ohio)
 Partners \$185-\$450 (average \$290)
 (median \$290)
 Associates \$165-\$345 (average \$205)
 (median \$200)
 Firmwide (average \$270)

Sills Cummins Epstein & Gross (180)
 (Newark, N.J.)
 Partners \$300-\$595
 Associates \$185-\$360

Smith, Gambrell & Russell (191)
 (Atlanta)
 Partners \$275-\$550
 Associates \$150-\$330

Snell & Wilmer (448)
 (Phoenix)
 Partners \$265-\$625 (average \$356)
 Associates \$160-\$360 (average \$205)
 Firmwide (average \$277)

Steptoe & Johnson PLLC (168)
 (Clarksburg, W.Va.)
 Partners \$220-\$300
 Associates \$165-220

Stinson Morrison Hecker (313)
 (Kansas City, Mo.)
 Partners \$230-\$495 (average \$310)
 (median \$310)
 Associates \$155-\$230 (average \$185)
 (median \$180)
 Firmwide (average \$274)
 (median \$280)

Steel Rivers (345)
 (Portland, Ore.)
 Partners \$270-\$475 (average \$361)
 (median \$360)
 Associates \$160-\$400 (average \$242)
 (median \$230)
 Firmwide (average \$309)
 (median \$320)

Strasburger & Price (182)
 (Dallas)
 Partners \$295-\$525
 Associates \$195-\$310

Sullivan & Worcester (192)
 (Boston)
 Partners \$400-\$650
 Associates \$220-\$450

Sutherland Asbill & Brennan (477)
 (Atlanta)
 Partners \$350-\$845 (average \$477)
 (median \$475)
 Associates \$200-\$530 (average \$270)
 (median \$265)
 Firmwide (average \$373)
 (median \$375)

Thacher Proffitt & Wood (313)
 (New York)
 Partners \$525-\$775 (average \$603)
 (median \$575)
 Associates \$265-\$485 (average \$372)
 (median \$355)
 Firmwide (average \$430)
 (median \$420)

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Thompson Coburn (278)
(St. Louis)
Partners \$255-\$525 (average \$346)
(median \$345)
Associates \$150-\$345 (average \$208)
(median \$215)
Firmwide (average \$252) (median \$255)

Thompson & Knight (388)
(Dallas)
Partners \$330-\$695 (average \$428)
(median \$450)
Associates \$190-\$330 (average \$265)
(median \$260)
Firmwide (average \$360) (median \$380)

Ulmer & Berne (179)
(Cleveland)
Partners \$230-\$430 (average \$303)
Associates \$150-\$280 (average \$202)
Firmwide (average \$250)

VWXYZ

Vedder, Price, Kaufman & Kammholz (233)
(Chicago)
Partners \$315-\$560 (average \$406)
(median \$400)
Associates \$190-\$410 (average \$258)
(median \$255)
Firmwide (average \$339) (median \$340)

Whiteford, Taylor & Preston (155)
(Baltimore)
Partners \$330-\$480 (average \$401)
(median \$400)
Associates \$295-\$345 (average \$278)
(median \$295)
Firmwide (average \$364)
(median \$370)

Wiggin & Dana (144)
(New Haven, Conn.)
Partners \$276-\$510
Associates \$185-\$355

Wiley Rein & Fielding (268)
(Washington)
Partners \$375-\$700 (average \$475)
(median \$465)
Associates \$225-\$395 (average \$300)
(median \$300)
Firmwide (average \$395)
(median \$395)

Williams Mullen (244)
(Richmond, Va.)
Partners \$225-\$550
Associates \$160-\$290

Winstead Sechrest & Minick (266)
(Dallas)
Partners \$325-\$595
Associates \$195-\$370

Winston & Strawn (879)
(Chicago)
Partners \$365-\$800 (average \$513.17)
(median \$510)
Associates \$190-\$605 (average \$328.57)
(median \$325)
Firmwide (average \$357.65)
(median \$360)

Womble Carlyle Sandridge & Rice (520)
(Winston-Salem, N.C.)
Partners \$250-\$550 (average \$370)
(median \$400)
Associates \$180-\$340 (average \$254)
(median \$250)
Firmwide (average \$350)
(median \$350)

Wyatt, Tarrant & Combs (224)
(Louisville, Ky.)
Partners \$225-\$400 (average \$322)
(median \$320)
Associates \$170-\$275 (average \$207)
(median \$190)
Firmwide (average \$285)
(median \$290)

Billing rates by associate classes

The following is a sampling of hourly rates charged by law firms that establish billing rates based on associate class. The name of each law firm is followed by its number of attorneys, and the location of its principal or largest office.

Andrews Kurth (404) (Houston)

1st	\$180	5th	\$300
2d	\$235	6th	\$305
3d	\$255	7th	\$330
4th	\$275	8th	\$365

Brinks Hofer Gilson & Lione (151) (Chicago)

1st	\$215	5th	\$310
2d	\$240	6th	\$335
3d	\$260	7th	\$360
4th	\$285	8th	\$375

Brown Raysman Millstein Felder & Steiner (246) (New York)

1st	\$250	5th	\$370
2d	\$270	6th	\$400
3d	\$300	7th	\$435
4th	\$350	8th	\$445

Brown Rudnick Berlack Israels (208) (Boston)

1st	\$275	5th	\$485
2d	\$360	6th	\$510
3d	\$405	7th	\$530
4th	\$455	8th	\$540

Buchalter Nemer (139) (Los Angeles)

1st	\$190	5th	\$265
2d	\$215	6th	\$275
3d	\$235	7th	\$290
4th	\$255	8th	\$300

Davis Wright Tremaine (405) (Seattle)

1st	\$175-\$235	5th	\$235-\$320
2d	\$190-\$260	6th	\$250-\$340
3d	\$205-\$275	7th	\$265-\$350
4th	\$220-\$300	8th	\$280-\$360

Day, Berry & Howard (251) (Hartford, Conn.)

1st	\$200-\$230	5th	\$275-\$360
2d	\$220-\$275	6th	\$295-\$385
3d	\$245-\$310	7th	\$315-\$410
4th	\$265-\$335	8th	\$325-\$430

Dickinson Wright (226) (Detroit)

1st	\$160	5th	\$200
2d	\$165	6th	\$220
3d	\$175	7th	\$230
4th	\$185	8th	\$240

SEE 'ASSOCIATES' PAGE S6

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Hourly billing rates for junior to senior associates

'ASSOCIATES' FROM PAGE S5

Dinmore & Sheehan (306) (Cincinnati)
 1st \$160 5th \$200
 2d \$170 6th \$210
 3d \$180 7th \$215
 4th \$190 8th \$225

Fenwick & West (234) (Mountain View, Calif.)
 1st \$245 5th \$400
 2d \$285 6th \$425
 3d \$320 7th \$450
 4th \$360 8th \$465

Fox Rothschild (381) (Philadelphia)

1st \$195 5th \$250
 2d \$205 6th \$255
 3d \$215 7th \$275
 4th \$235 8th \$300

Gardere Wynne Sewell (262) (Dallas)

1st \$195 5th \$270
 2d \$205 6th \$290
 3d \$230 7th \$310
 4th \$250 8th \$330

Hiscock & Barclay (160) (Syracuse, N.Y.)

1st \$160 5th \$170
 2d \$160 6th \$180
 3d \$170 7th \$180
 4th \$170 8th \$195

Hogan & Hartson (1,045) (Washington)

1st \$250 5th \$370
 2d \$285 6th \$395
 3d \$315 7th \$420
 4th \$345 8th \$445

Jenkins & Gilchrist (268) (Dallas)

1st \$205 5th \$285
 2d \$230 6th \$305
 3d \$250 7th \$330
 4th \$270 8th \$340

Jenner & Block (467) (Chicago)

1st \$230-\$240 5th \$355-\$365
 2d \$250-\$265 6th \$385-\$395
 3d \$285-\$300 7th \$395-\$405
 4th \$325-\$330 8th \$395-\$405

Kelley Drye & Warren (375) (New York)

1st \$260 5th \$360
 2d \$285 6th \$380
 3d \$310 7th \$400
 4th \$340 8th \$425

(These are New York rates)

Lewis, Rice & Fingersh (165) (St. Louis)

1st \$155 5th \$250
 2d \$180 6th \$270
 3d \$210 7th \$280
 4th \$230 8th \$290

Locke Liddell & Sapp (370) (Houston)

1st \$190 5th \$280
 2d \$200 6th \$300
 3d \$240 7th \$320
 4th \$260 8th \$340

Loeb & Loeb (240) (Los Angeles)

1st \$250-\$275 5th \$375-\$400
 2d \$275-\$310 6th \$400-\$425
 3d \$310-\$350 7th \$425-\$450
 4th \$350-\$375 8th \$430-\$475

Manatt, Phelps & Phillips (299) (Los Angeles)

1st \$250 5th \$380
 2d \$290 6th \$410
 3d \$320 7th \$440
 4th \$360 8th \$460

McKee Nelson (172) (Washington)

1st \$355 5th \$500
 2d \$370 6th \$520
 3d \$430 7th \$550
 4th \$450 8th \$575

Miles & Stockbridge (210) (Baltimore)

1st \$200 5th \$240
 2d \$210 6th \$250
 3d \$220 7th \$260
 4th \$230 8th \$275

Montgomery, McCracken, Walker & Rhoads (133) (Philadelphia)

1st \$195 5th \$260
 2d \$205 6th \$270
 3d \$225 7th \$280
 4th \$245 8th \$275-\$315

Morris, Manning & Martin (74) (Atlanta)

1st \$170 5th \$305
 2d \$225 6th \$315
 3d \$270 7th \$340
 4th \$285 8th \$350

Neal, Gerber & Eisenberg (170) (Chicago)

1st \$230 5th \$330
 2d \$260 6th \$360
 3d \$280 7th \$380
 4th \$300 8th \$400

Patton Boggs (431) (Washington)

1st \$230 5th \$320
 2d \$250 6th \$340
 3d \$265 7th \$360
 4th \$290 8th \$390

Phillips Lytle (173) (Buffalo, N.Y.)

1st \$130 5th \$175
 2d \$145 6th \$185
 3d \$150 7th \$195
 4th \$165 8th \$210

Pitney Hardin (170) (Florham Park, N.J.)

1st \$205 5th \$235-\$265
 2d \$215-\$240 6th \$270-\$285
 3d \$225-\$240 7th \$275-\$290
 4th \$235-\$260 8th \$280-\$325

Robinson & Cole (217) (Hartford, Conn.)

1st \$175 5th \$210
 2d \$180 6th \$230
 3d \$190 7th \$250
 4th \$200 8th \$270

Saul Ewing (238) (Philadelphia)

1st \$185-\$200 5th \$220-\$265
 2d \$175-\$195 6th \$210-\$310
 3d \$195-\$210 7th \$215-\$270
 4th \$200-\$260 8th \$255-\$290

Sheppard, Mullin, Richter & Hampton (424) (Los Angeles)

1st \$250 5th \$350
 2d \$275 6th \$375
 3d \$295 7th \$395
 4th \$325 8th \$410

Shumaker, Loop & Kendrick (162) (Toledo, Ohio)

1st \$165 5th \$195
 2d \$170 6th \$200
 3d \$180 7th \$215
 4th \$190 8th \$220

Thacher Proffitt & Wood (313) (New York)

1st \$265 5th \$420
 2d \$315 6th \$445
 3d \$355 7th \$475
 4th \$385 8th \$485

Wiley Rein & Fielding (268) (Washington)

1st \$225 5th \$330
 2d \$250 6th \$345
 3d \$280 7th \$360
 4th \$300 8th \$395

Winstead Sechrest & Minick (286) (Dallas)

1st \$195 5th \$280
 2d \$220 6th \$295
 3d \$240 7th \$310
 4th \$260 8th \$325

Aaron Twerski could teach anywhere. He teaches at Hofstra Law.

Dean and Professor of Law; renowned expert on Tort Law; author of leading treatbooks in both Tort and Products Liability

Co-Reporter for the American Law Institute's Restatement (Third) of Torts: Products Liability and recipient of the Institute's "R. Ammi Cutler" award for outstanding performance as a Reporter.

Consultant to numerous legislatures, law reform committees, both plaintiffs and defendants in mass tort litigation, and leading corporations.

An outstanding teacher, who has taught at Harvard, Cornell, Boston University, and Michigan law schools, among others.

Author of five books and more than 70 articles in journals such as the Yale, Columbia, Michigan, NYU and Cornell Law Review.

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Variations on, and alternatives to, billable hours

Below is a sampling of firms that provided information about the alternative billing methods they use most often. We asked firms to differentiate between variations on the billable hour (discounted and blended hourly rates) and true alternatives to the billable hour. The percentages denote estimated portions of the firms' revenues obtained through each of these two categories. They are followed by the billing methods that the firms use within those categories. The number after a firm's name indicates its total number of attorneys.

Armstrong Teasdale (266). Variations: 17%—discounted rate, blended rate. Alternatives: 17%—fixed or flat fee, contingency fee.

Ballard Spahr Andrews & Ingersoll (485). Variations: 37%—discounted rate, blended rate. Alternatives: 6%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value.

Blackwell Sanders Peper Martin (310). Variations: 25%—discounted rate, blended rate. Alternatives: 5%—fixed or flat fee, contingency fee, hybrid fee.

Bond, Schoenck & King (160). Variations: 4%—discounted rate, blended rate. Alternatives: 4%—fixed or flat fee, contingency fee, hybrid fee.

Brown Raysman Milstein Felder & Steiner (246). Variations: 10%—discounted rate, blended rate. Alternatives: 4%—fixed or flat fee, contingency fee, hybrid fee.

Buchalter Nemer (159). Variations: 30%—discounted rate, blended rate, other. Alternatives: 3%—fixed or flat fee.

Bullivant Houser Bailey (19). Variations: 5%—discounted rate, blended rate. Alternatives: 5%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value.

Burr & Forman (188). Variations: 35%—discounted rate, other. Alternatives: 6%—fixed or flat fee, contingency fee, hybrid fee.

Butzel Long (217). Variations: 10%—discounted rate, blended rate. Alternatives: 10%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value.

Curtis, Mallet-Prevost, Colt & Mosle (196). Variations: 33%—discounted rate, blended rate. Alternatives: 10%—fixed or flat fee, contingency fee.

Day, Berry & Howard (251). Variations: 77%—discounted rate, blended rate, other. Alternatives: 23%—fixed or flat fee, contingency fee, hybrid fee.

Dorsey & Whitney (600). Variations: 15%—discounted rate, blended rate. Alternatives: 10%—fixed or flat fee, contingency fee, hybrid fee.

Dykema Gossett (341). Variations: 82%—discounted rate, blended rate. Alternatives: 18%—fixed or flat fee, contingency fee, hybrid fee.

Eckert Seamans Cherin & Mellott (227). Variations: 65%—discounted rate, blended rate. Alternatives: 10%—fixed or flat fee, hybrid fee, contingency fee.

Fenwick & West (234). Variations: 20%—discounted rate. Alternatives: 10%—fixed or flat fee.

Fisher & Phillips (187). Variations: 5%—blended rate. Alternatives: 2%—fixed or flat fee.

Fowler White Boggs Bunker (227). Variations: 25%—discounted rate, blended rate, other. Alternatives: 10%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value.

Frost Brown Todd (376). Variations: 72%—discounted rate, blended rate. Alternatives: 4%—fixed or flat fee, contingency fee.

Harris Beach (182). Variations: 20%—discounted rate, blended rate. Alternatives: 30%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value.

Haynes and Boone (456). Variations: 95%—discounted rate, blended rate, other. Alternatives: 5%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value, other.

Hiscook & Barclay (160). Variations: 54%—discounted rate, blended rate. Alternatives: 23%—fixed or flat fee, contingency fee.

Holme Roberts & Owen (206). Variations: 5%—discounted rate, blended rate. Alternatives: 10%—fixed or flat fee, contingency fee, hybrid fee.

Husch & Eppenberger (331). Variations: 96%—discounted rate, blended rate. Alternatives: 4%—fixed or flat fee, hybrid fee, contingency fee.

Jenkens & Gilchrist (268). Variations: 10%—discounted rate, blended rate. Alternative methods: 6%—fixed or flat fee, contingency fee, hybrid fee.

Jenner & Block (467). Variations: 50%—discounted rate, blended rate, other. Alternatives: 5%—fixed or flat fee, contingency fee, hybrid fee.

Lane Powell (167). Variations: 45%—discounted rate, blended rate. Alternatives: 5%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value.

Latthrop & Gage (264). Variations: 10%—discounted rate, blended rate. Alternatives: 15%—fixed or flat fee, hybrid fee, contingency fee.

Lewis, Rice & Fingersh (165). Variations: 35%—discounted rate, blended rate. Alternatives: 35%—fixed or flat fee, contingency fee, hybrid fee.

Locke Liddell & Sapp (370). Variations: 80%—discounted rate, blended rate. Alternatives: 20%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value.

Loeb & Loeb (240). Variations: 15%—discounted rate, blended rate. Alternatives: 15%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee.

SEE 'ALTERNATIVES' PAGE S11



MORRIS DEES JUSTICE AWARD

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Law firms offer some alternative billing methods

'ALTERNATIVES' FROM PAGE 50

Luce, Forward, Hamilton & Scripps (178). Variations: 10%—discounted rate, blended rate, other. Alternatives: 5%—fixed or flat fee, contingency fee.

Marshall, Dennehey, Warner, Coleman & Goggan (369). Variations: 8%—discounted rate, blended rate. Alternatives: 12%—fixed or flat fee, contingency fee, hybrid fee.

McCarter & English (407). Variations: 10%—discounted rate, blended rate. Alternatives: 10%—fixed or flat fee, contingency fee, retrospective fee.

McElroy, Deutsch, Mulvaney & Carpenter (230). Variations: 5%—blended rate. Alternatives: 2%—fixed or flat fee, contingency fee.

McKenna Long & Aldridge (400). Variations: 20%—discounted rate, blended rate. Alternatives: 20%—fixed or flat fee, contingency fee, hybrid fee.

Michael Best & Friedrich (255). Variations: 10%—discounted rate, blended rate. Alternatives: 12%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee.

Miller & Martin (175). Variations: 0.8%—discounted rate, blended rate. Alternatives: 3.5%—fixed or flat fee, contingency fee.

Morris, Manning & Martin (174). Variations: 10%—discounted rate. Alternatives: 1%—fixed or flat fee, contingency fee, hybrid fee.

Neal, Gerber & Eisenberg (170). Variations: 20%—discounted rate, blended rate. Alternatives: 3%—fixed or flat fee, contingency fee.

Nelson Mullins Riley & Scarborough (379). Variations: 10%—discounted rate, blended rate. Alternatives: 10%—fixed or flat fee, contingency fee, hybrid fee.

Phelps Dunbar (260). Variations: 2.5%—discounted rate. Alternatives: 3%—fixed or flat fee, contingency fee.

Phillips Lytle (173). Variations: 90%—discounted rate, blended rate. Alternatives: 10%—fixed or flat fee, contingency fee, hybrid fee.

Polsinelli Shalton Weisz Suelthaus (276). Variations: 15%—discounted rate, blended rate. Alternatives: 10%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value, other.

Powell Goldstein (282). Variations: 2%—discounted rate, blended rate. Alternatives: 13%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value.

Preston Gates & Ellis (419). Variations: 62%—discounted rate. Alternatives: 19%—fixed or flat fee, contingency fee, hybrid fee, other.

Reed Smith (1,038). Variations: 15%—discounted rate, blended rate. Alternatives: 6%—fixed or flat fee, contingency fee, hybrid fee.

Nexsen Pruet Adams Kleemeier (182). Variations: 15%—discounted rate, blended rate. Alternatives: 10%—fixed or flat fee, contingency fee, hybrid fee.

Ogletree, Deakins, Nash, Smoak & Stewart (351). Variations: 94%—discounted rate, blended rate. Alternatives: 6%—fixed or flat fee, contingency fee, hybrid fee.

Patton Boggs (431). Variations: 15%—discounted rate, blended rate. Alternatives: 10%—fixed or flat fee, contingency fee, hybrid fee.

Pepper Hamilton (445). Variations: 5%—discounted rate, blended rate. Alternatives: 2%—fixed or flat fee, contingency fee.

Shughart Thomson & Kilroy (170). Variations: 57%—discounted rate, blended rate, other. Alternatives: 10%—fixed or flat fee, contingency fee, hybrid fee.

Schneider Harrison Segal & Lewis (174). Variations: 10%—discounted rate, blended rate. Alternatives: 9%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value.

Schulte Roth & Zabel (448). Variations: 30%—discounted rate, blended rate. Alternatives: 5%—fixed or flat fee.

Seward & Kissel (142). Variations: 10%—discounted rate, blended rate, other. Alternatives: 10%—fixed or flat fee, hybrid fee.

Sheppard Mullin Richter & Hampton (424). Variations: 2%—discounted rate, blended rate. Alternatives: 2%—fixed or flat fee, contingency fee.

Shumaker Loop & Kendrick (162). Variations: 30%—discounted rate, blended rate. Alternatives: 10%—contingency fee, hybrid fee.

Smith, Gambrell & Russell (191). Variations: 10%—discounted rate, blended rate. Alternatives: 10%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value.

Steuart Sechrist & Minick (288). Variations: 4%—discounted rate, blended rate. Alternatives: 7%—fixed or flat fee, contingency fee, hybrid fee.

Womble Carlyle Sandridge & Rice (520). Variations: 25%—discounted rate, blended rate. Alternatives: 5%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value.

Robinson & Cole (217). Variations: 30%—discounted rate, blended rate. Alternatives: 20%—fixed or flat fee, hybrid fee, contingency fee.

Ruden, McClosky, Smith, Schuster & Russell (203). Variations: 20%—discounted rate, blended rate. Alternatives: 15%—fixed or flat fee, contingency fee, hybrid fee.

Saul Ewing (238). Variations: 57%—discounted rate, blended rate, other. Alternatives: 10%—fixed or flat fee, contingency fee, hybrid fee.

Schnader Harrison Segal & Lewis (174). Variations: 10%—discounted rate, blended rate. Alternatives: 9%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value.

Schulte Roth & Zabel (448). Variations: 30%—discounted rate, blended rate. Alternatives: 5%—fixed or flat fee.

Seward & Kissel (142). Variations: 10%—discounted rate, blended rate, other. Alternatives: 10%—fixed or flat fee, hybrid fee.

Sheppard Mullin Richter & Hampton (424). Variations: 2%—discounted rate, blended rate. Alternatives: 2%—fixed or flat fee, contingency fee.

Shughart Thomson & Kilroy (170). Variations: 30%—discounted rate, blended rate. Alternatives: 10%—contingency fee, hybrid fee.

Shumaker Loop & Kendrick (162). Variations: 10%—discounted rate, blended rate. Alternatives: 5%—fixed or flat fee, contingency fee, hybrid fee.

Smith, Gambrell & Russell (191). Variations: 10%—discounted rate, blended rate. Alternatives: 10%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value.

Steuart Sechrist & Minick (288). Variations: 4%—discounted rate, blended rate. Alternatives: 7%—fixed or flat fee, contingency fee, hybrid fee.

Womble Carlyle Sandridge & Rice (520). Variations: 25%—discounted rate, blended rate. Alternatives: 5%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value.

Snell & Wilmer (448). Variations: 20%—discounted rate, blended rate. Alternatives: 15%—fixed or flat fee, contingency fee, hybrid fee.

Stinson Morrison Hecker (313). Variations: 10%—blended rate. Alternatives: 20%—fixed or flat fee, contingency fee, retrospective fee based on value.

Sutherland Asbill & Brennan (477). Variations: 2%—discounted rate, blended rate. Alternatives: 2%—fixed or flat fee, contingency fee, hybrid fee.

Thompson & Knight (368). Variations: 30%—discounted rate, blended rate. Alternatives: 2%—fixed or flat fee, contingency fee.

Ulmer & Berne (179). Variations: 40%—discounted rate, blended rate. Alternatives: 5%—fixed or flat fee, contingency fee, hybrid fee.

Vedder Price Kaufman & Kammholz (233). Variations: 5%—discounted rate, blended rate. Alternatives: 5%—fixed or flat fee, hybrid fee, retrospective fee.

Whiteford, Taylor & Preston (155). Variations: 1%—discounted rate, blended rate. Alternatives: 1%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value.

Wiley Rein & Fielding (268). Variations: 20%—discounted rate, blended rate. Alternatives: 5%—fixed or flat fee, contingency fee, hybrid fee.

Winstead Sechrist & Minick (288). Variations: 4%—discounted rate, blended rate. Alternatives: 7%—fixed or flat fee, contingency fee, hybrid fee.

Womble Carlyle Sandridge & Rice (520). Variations: 25%—discounted rate, blended rate. Alternatives: 5%—fixed or flat fee, contingency fee, hybrid fee, retrospective fee based on value.

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Kevin Kilduff
Partner, Burns & Levinson LLP
New England School of Law Class of 1993

Kevin Kilduff has relied on his New England School of Law education throughout his legal career, as a tax litigator for the IRS in New York, then as a partner at Schnader Harrison Segal & Lewis LLP, Philadelphia, and now as a partner at Burns & Levinson in Boston. Even today, while working with the ever-changing tax code and helping clients in the fast-paced field of mergers and acquisitions, Kevin continues to rely on New England School of Law for help—in recruiting students for positions at his firm.



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For more information or to find a provider, visit www.deponet.com or call 1.800.DepoNet (337.6638).